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*Cable Sec. Monthly Report
for August 1952*

SECRET

Security Information

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MEMORANDUM FOR: 2 September 1952
2 Sept 1952

SUBJECT : Report of Message Center Operation 1-31 August 1952.

1. In order that you may be aware of how the Message Center is progressing and can inform General Smith in case he should inquire, I am submitting this report covering the activities of the Message Center from 1-31 August inclusive.

2. Cables Processed:

a. During the period covered, approximately 12,000 cables were processed, of which 7,500 were incoming 4,500 were outgoing. It is estimated that over 125,000 copies of these cables were distributed. These figures include only CIA covert cables for which the Message Center is responsible for determining the action and information addressees, reproduction, routing and mailing to the customers and obtaining receipts for each copy issued. 360 of these cables were selected by this office and routed to you as being of possible interest to General Smith. During the last week of August, this selective service was duplicated for Mr. Dulles. Because Mr. Dulles has interests in particular subjects and since General Smith receives a copy of every cable furnished to him, more cables are now being routed to General Smith than before.

b. The Screening Section of the Message Center, which handles Non-CIA cables, screened 8,000 cables against customer requirements. 25% were filed as being of no interest, while 75% were routed under cover sheets to the various covert offices of CIA. Approximately 300 non-CIA cables each month are of such wide general interest that they must be reproduced and mailed to the interested offices in the same manner as CIA cables. Generally, non-CIA cables are reproduced only when the number of customers exceed the number of extra copies received from the outside agency.

3. Covert Cable Manual:

A revised edition of the covert cable manual has been coordinated with other interested elements of the agency and will be ready for publication 1 September 1952. A sterilized field version has also been prepared and will be ready for publication at the same time.

4. Visits:

With other members of my office, I have visited the offices comparable to CIA Message Center in the Departments of the Army, Navy, Air Force and State, as well as the Joint Chiefs of Staff and The purpose of these visits was to study the methods employed and to utilize such of these methods as were usable in our office. and I have also visited each Foreign Division to discuss their cable requirements. Effective soon after 1 September a somewhat standard distribution will be instituted and on that same date cable copies (other than Top Secret) will no longer be individually numbered. We will continue to require a receipt for the total number of copies issued to given office to insure delivery and to thus clear this office of responsibility.

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for informing interested offices of subjects coming within their spheres of interest or operations. Since there is no requirement for accounting for cables by copy number and since destruction is a local receiving office responsibility, it was believed that the practice of placing a copy number on each copy of a cable other than those classified Top Secret served no useful purpose.

5. Message Center:

25X1 a. Table of Organization: We are presently operating the Message Center on a T/O of 9 slots established for the Cable Secretariat augmented by ☐ positions comprising the Processing Branch of the Signal Center. Within the next two months I will submit an estimate as to personnel needs. I believe that we will need a total of ☐ people as indicated by the enclosed Tentative T/O (TAB A). 25X1

b. Personnel: We are now operating with ☐ people including myself which is critically close to the danger point. There is no margin to cover any emergency which might develop. Only by working 1,000 hours of overtime in the past month and relying on the Signal Center staff for 50% of our recopy and proofing work have we managed to keep the cables moving. At present 8 people are being investigated and processed for eventual employment with the Message Center. To offset this, we are scheduled to lose the services of 6 people by the end of September by reasons of maternity leave or transfer. Few if any of the 8 people processing are expected to enter on duty by that date. Thus we are facing the prospect of taking on the additional duty officer coverage and the acceptance and accountability of outgoing cables with even fewer personnel than are required to perform the functions already established. Primarily we are short of a general labor staff of typists and general clerks at the GS-3 or GS-4 level. I believe we must secure the services of a minimum of 11 of these people before we can accept the responsibilities of the Special Operations Duty Officer, and also accept cables for processing prior to passing them to the Signal Center for encryption and transmission. It is believed that this comparatively untrained low level working staff can be trained in a short time and thus free our more experienced personnel to give full attention to the more complex duties in the Message Center. TAB B is a copy of a memorandum sent to ☐ on this subject. I will keep you advised of our progress in getting these people. 25X1A

c. Organization and function: Attached (TAB C) is an organization and function chart setting forth the organization of the office as I envision it when sufficient personnel are assigned to make this possible. The functional part of the chart is the first attempt to set down in writing just what the functions of the Cable Secretariat are. I would appreciate any comments you might have in this regard since this will be the directive upon which we will operate. You will note that we have shown certain functions as being considered properly a function of this office but which we are not now performing. I want to take these functions over from the Signal Center as soon as possible, but must await the assignment of personnel in sufficient number to insure that we can do the job. Signal Center utilizes 11 highly-trained individuals in their Watch Officer-Traffic Control Officer structure, and generally, it is this staff which I must duplicate from the experienced bodies we now have on duty.

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6. Messenger Service:

At present, some divisions call for their cables the first hour in the morning, we deliver the next hour, they pick up the following hour, etc., for the entire day. Also, we deliver, using our own clerks and supervisors, to certain points in "L" and Administration Buildings. We use the "L" messenger service. We use officer couriers. This hodge-podge of a system is entirely unsatisfactory to me on the grounds that it is too slow, too hit-and-miss, and not at all in keeping with the otherwise expeditious handling of important cable traffic. I propose to employ messengers under Message Center supervision to insure that cables are delivered with speed consistent with their being transmitted by electrical means. I will coordinate this with Management.

7. Illegible or Poor Copies of Cables:

A study has been made of the causes of poor copies reproduced by ditto. A CIA notice has been published (TAB D) which is intended to assist the originators of cables to prepare better ditto masters. Other means of reproduction (Multilith, Mimeograph, Zerography and Ozalid) were examined, but it appears most feasible to take corrective action in the field of ditto, which has been done. We expect to have a better grade of ditto master, and will continue to educate and assist the originators to prepare better ditto masters.

8. Morale:

25X1 The morale of the personnel is good despite the pressure of working under staffed and on around-the-clock schedules. I believe that space and facilities should be provided for a day room to serve Message Center and Signal Center personnel as indicated by [] memorandum (TAB E). I feel quite strongly on this point and would appreciate anything you can do which would make possible the achievement of this objective. I know the conditions of night work and believe that this request cannot be considered as mollycoddling or catering unnecessarily in any way to the people who must work night shifts. Both the State Department and Pentagon Buildings have facilities available for their shift personnel to obtain hot coffee and to get away from their desks in a suitable space to consume their meals.

9. General Comments:

I am constantly impressed with the fact that this office, with a relatively small and over-worked staff, can process and distribute to the many offices in this agency, the volume of cable traffic that it does. [] and his very capable staff are to be commended for their work. However, in order to keep the work moving, many corners have been cut which should not, in a tightly run, efficiently operated shop, be cut.

a. Supervisors with ability and responsibility to perform the highest grade of work in the office are forced into being productive workers turning out volumes of work only slightly less than the individuals whom they supervise. Inadequate supervision is the inevitable result. This must be eliminated.

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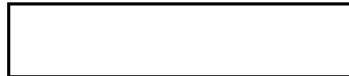
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b. Cable distribution is not being reviewed to my satisfaction to insure that the distribution is in line with our complex distribution requirements. Lack of personnel is the cause.

c. Cable processing is too slow. Confirmation copies of outgoing cables are sometimes delivered three and four days after transmittal. Priority is given, and correctly so, to incoming traffic. Even incoming traffic is held up for lack of personnel to handle it promptly.

d. Receipts signed by the recipients of copies of cables are not being matched and filed promptly with the receipt executed by the messenger. This is a laxity which I feel should not be allowed to continue, but which I need personnel in order to eliminate.

e. There is no orderly flow of work in Message Center for the simple reason that each person is forced into doing two or more jobs in order to keep cables moving. When we are staffed in accordance with tentative T/O as shown (TAB A) I believe we can and should process and deliver incoming action copies within three hours of receipt provided the office is open to receive such cables. Priority and higher precedence cables should be processed and delivered within an hour of receipt. Information copies of incoming cables should be delivered almost simultaneously with action copies. Confirmation copies should be ready for delivery, or delivered if during office hours, within any 12 hour period. Initially this is the objective we are endeavoring to achieve.



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Approved For Release 2002/05/09 : CIA-RDP84-00499R000600040014-2

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Chief, Administrative Office

28 August 1952

Cable Secretary

Personnel Requirements

1. In confirmation of our conversation of yesterday, the Cable Secretariat will assume the responsibility for providing a competent duty watch within thirty days after personnel are assigned to fill the following vacancies:

4 Typist-proofreaders	GS-4
5 Clerk-typists	GS-3
2 File Clerks	GS-3

2. These eleven persons will be slotted against the following Signal Center Processing Branch Table Of Organization vacancies:

<u>Slot</u>	<u>GS Grade of New Employee</u>
374-19	4
374-20	4
374-21	4
374-22	4
374-23	3
375	3
375-01	3
375-02	3
376-01	3
385	3
385-01	3
Total	<u>11</u>

While the assignment of typists-proofreaders, clerk-typists and file clerks to these slots is not technically correct, it appears to be the best interim solution until a revised T/O is approved.

3. It should be made clear to prospective employees that this will be shift work. Prerequisites for the typist-proofreaders and clerk-typists are high school education and ability to type 2- WPM without error.

4. Messengers are not being requisitioned at this time since coordination has not been effected with Organization and Methods; however, I am quite convinced that messengers operating under Message Center control are essential in order to insure expeditious delivery of cables and to free our operating personnel from performing the messenger functions to Admin and "L" Buildings. Therefore, messengers will be requisitioned at a later date.

Encl: TAB A (Tentative Msg. Cen. T/O)
TAB B (Existing Msg. Cen. and
Cable Secretariat T/O)

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Executive Officer of Communications

25 August 1952

Chief, Signal Center

Additional Space in the Signal Center/Message Center Area.

1. It is requested that the necessary space to establish a day room in the Signal Center/Message Center area be allocated at the earliest practicable date. The necessity for this facility is apparent based primarily on the fact that the Signal Center/Message Center are in operation 24 hours a day, 7 days a week. Because no suitable eating establishments are located in the immediate area after normal working hours of the Agency, approximately 65% of the Signal Center/Message Center personnel bring lunches and are forced to consume same at their position of work. The obvious security and morale factors prevail.

2. The day room, when established, will contain a refrigerator, a hot plate, and coffee facilities. The foregoing will be the subject of a separate memorandum at such time as the space is allocated.

3. Your efforts on behalf of the Signal Center/Message Center in relation to this subject will be deeply appreciated.



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ORIG: PKL/md

cc: Cable Secretariat

TAB E

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Organization and Methods Service

31 July 1952

Cable Secretariat

Request for Issuance of CIA Notice

1. It is requested that the attached draft, subject: "Illegible Confirmation Copies of Outgoing Cables," be reproduced and distributed as a CIA Notice.

2. It is believed that Distribution No. 3 would be appropriate for this proposed Notice.


Cable Secretary

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TAB D

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Executive Officer of Communications

25 August 1952

Chief, Signal Center

Additional Space in the Signal Center/Message Center Area.

1. It is requested that the necessary space to establish a day room in the Signal Center/Message Center area be allocated at the earliest practicable date. The necessity for this facility is apparent based primarily on the fact that the Signal Center/Message Center are in operation 24 hours a day, 7 days a week. Because no suitable eating establishments are located in the immediate area after normal working hours of the Agency, approximately 65% of the Signal Center/Message Center personnel bring lunches and are forced to consume same at their position of work. The obvious security and morale factors prevail.

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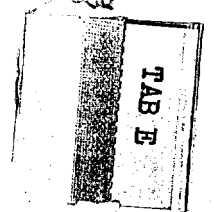
3. Your efforts on behalf of the Signal Center/Message Center in relation to this subject will be deeply appreciated.



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ORIG:PKL/nd

cc: Cable Secretariat ✓



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SUBJECT: Illegible Confirmation Copies of Outgoing Cables

1. Despite the fact that originators of outgoing cables have had sufficient experience with the new snap-out cable form to indicate to them that the form is susceptible to considerable variation in the quality of confirmation copies reproduced, Message Center continues to receive a disproportionate number of outgoing cables from which it is impossible to reproduce legible confirmation copies. With very few exceptions, this illegibility results not from faulty cable forms but from failure of the typist to exercise proper care in typing the cable. One or more of the following factors may be involved in the preparation of an outgoing cable which reproduces illegible confirmation copies:

- a. The typist fails to maintain a firm, even touch in typing.
- b. The touch control on the typewriter may be set so that the machine types too lightly to produce a good Ditto master. This difficulty can be corrected by properly adjusting the touch control.
- c. The typing action of certain typewriters is such that the machine cannot possibly produce a good Ditto master. This difficulty can be corrected by experimenting with the various typewriters in the office until one is found which produces clear Ditto masters. Thereafter, that typewriter should be used for typing outgoing cables.
- d. The placing of additional sheets of carbon paper and tissue in the typewriter along with the cable form in order to make additional copies so cushions the Ditto master that relatively poor masters can be expected. Your attention is directed to the fact that the making of more than one carbon copy of an outgoing cable is forbidden. This authorized copy is the pink sheet which is part of the cable form. If the originator has received specific authorization to make additional carbon copies, those copies should be prepared separately by retyping from the original cable.

2. Handwritten corrections made after the cable has been typed very frequently fail to reproduce properly. This difficulty can be corrected in the following manner:

- a. Make the corrections on the blue original leaving the purple protective sheet in place. This makes a carbon tracing only on the top of the Ditto master.
- b. Remove the purple protective sheet, lift the blue original and first carbon sheet, and retrace directly on the Ditto master the corrections impressed thereon. This retracing will produce a clear impression on the under side of the Ditto master.

3. In an effort to improve the general quality of confirmation copies, the Cable Secretariat will maintain a continuing check on such cables. If it is ascertained that any specific originator frequently submits outgoing cables which reproduce poorly, the Cable Secretariat will investigate the cause and will suggest means by which the difficulty may be minimized.

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